NOHFC Business Plan

2014/15 through 2016/17

October 2013

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1. NOHFC'S MANDATE

The Northern Ontario Heritage Fund Corporation (NOHFC) is an operational service agency established under the enabling legislation of the *Northern Ontario Heritage Fund Act*. The NOHFC has an appointed Board of Directors, chaired by the Minister of Northern Development and Mines. NOHFC's objectives are set out in the *Northern Ontario Heritage Fund Act* as follows:

(a) to advise and make recommendations to the Lieutenant Governor in Council on any matter relating to the growth and diversification of the economy of Northern Ontario;
(b) to promote and stimulate economic initiatives in Northern Ontario; and
(c) to commission studies and enter into contracts in connection with the objects set out in clauses (a) and (b) above.

NOHFC was created in 1988. Initially, its annual funding of $30 million was directed primarily to individual businesses through loans, grants and a combination thereof. NOHFC is to provide additional government funding for Northern Ontario but not displace or replace government programming.

In 1996, NOHFC's mandate was directed toward infrastructure and community development opportunities, and away from direct assistance to individual businesses. Individual private sector enterprises were no longer eligible to apply for NOHFC financial assistance and its clients at that time consisted of municipalities, First Nation communities, health providers, postsecondary institutions, not-for-profit organizations, Local Services Boards and private sector clients in partnership with public sector clients. In 2000, NOHFC's annual budget was increased to $60 million.

In October 2004, the NOHFC received government approval for a refocused mandate under the following themes: Growing Jobs; Youth; Community Development; Energy Conservation; Emerging Technologies and Telecommunications. Individual businesses were once more permitted to apply for financial assistance. New programs under the new mandate were announced in January 2005, designed to foster job creation and strengthen the economies of northern communities. These six new programs were the Enterprises North Job Creation Program, the Youth Internship and Co-op Program, the Infrastructure and Community Development Program, the Young Entrepreneur Program, the Northern Energy Program and the Emerging Technology Program. In May 2009, the NOHFC received government approval for a seventh program, Northern Ontario Entrepreneur Program, under the Growing Jobs theme.

The 2008 Budget committed to increase annual provincial funding to the NOHFC from $60 million to $70 million in 2008-09, $80 million in 2009-10, $90 million in 2010-11 and $100 million in 2011-12 and onwards.

To ensure maximum returns on the investment of public funds, the NOHFC continuously reviews its program structure to ensure investments are tailored to the needs of those sectors deemed to be of highest strategic importance.

A comprehensive program review was undertaken in 2012. The review was undertaken in context of the Growth Plan for Northern Ontario 2011 and relevant government priorities.

In August 2013, government approved the mandate of the Northern Ontario Heritage Fund Corporation (NOHFC) be once again refocused to support the Growth Plan for Northern Ontario and the government's key priorities of prosperity for people and strong communities.

The revised general program themes are:

- Strategic economic development initiatives that support the growth and sustainability of communities, businesses and industry
- Innovation and productivity to support research and development, commercialization, innovation and productivity initiatives
- Community infrastructure
- Economic development capacity enhancement
- Attraction and retention of talent

The NOHFC was approved for the following revised programs to be implemented October 2013:

- **Northern Business Opportunity Program** – Consolidate business supports into one program to focus on private sector job creation within priority sectors identified in the Growth Plan for Nothern Ontario (i.e., eligibility criteria would exclude the retail sector from applying). The proposed program would include four separate streams for specific project activities: investment attraction, business productivity and expansion, entrepreneurship, film and television production. Continue to accept applications that would have formerly applied to the Emerging Technology Program under this program to support renewable energy projects.
- **Northern Innovation Program** – Continue this program to focus on the innovation continuum: Research and Development / commercialization / innovation and productivity.
- **Northern Community Capacity Building Program** – New program for community, Aboriginal and regional strategic development and economic development event sponsorships to support the development of enhanced capacity for these stakeholders to undertake economic development initiatives.
- **Strategic Economic Infrastructure Program** – Continue program and align with the Growth Plan direction to advance regional priorities and make strategic investments in infrastructure.
- **Northern Ontario Internship Program** – Revised internship program designed to attract and retain new graduates to enhance talent retention and new knowledge capacity in northern Ontario organizations. No longer restrict to youth, or include co-op component.

2. STRATEGIC PLAN

The NOHFC developed its strategic plan in 2009 in consultation with the NOHFC Board of Directors and the staff of NOHFC and the Ministry of Northern Development and Mines (MNDM). The plan sets out the strategic framework of the NOHFC including its Vision, Mission, Guiding Principles and five Strategic Priority areas for the next three to five years. The NOHFC Board of Directors reviews the plan annually, including a review undertaken in August 2013.

2.1 Vision

NOHFC will be a catalyst for key strategic investments to stimulate economic transformation and development to Northern Ontario.

2.2 Mission

To partner with communities, businesses, entrepreneurs and youth across Northern Ontario to create jobs and strengthen the economy.

2.3 Guiding Principles

Alignment with Key Initiatives – The Growth Plan for Northern Ontario will provide a coordinated, long-term, and comprehensive approach to support Northern Ontario as a globally competitive region. NOHFC priorities will support the key elements of the Growth Plan.

Recognition of Northern Ontario's Unique Circumstances – The programs and initiatives of NOHFC will continue to be an important means of recognizing the unique requirements of Northern Ontario in support of a strong Ontario. The NOHFC will continue to build and enhance its current programs and services.

Adaptability – The strategic planning process is an ongoing process that will provide the NOHFC with a management tool for adapting to change in the future.

Reflective, Flexible, and Forward-Thinking – It is the intent that the NOHFC Board of Directors will review the strategic plan, at minimum, on an annual basis.

Inclusiveness - NOHFC will continue to develop and deliver its programs and initiatives in a manner that recognizes the needs of the North's diverse communities including, but not limited to, First Nations, Métis, Inuit, and the North's other demographic groups.

2.4 Strategic Priorities

Innovation, Research and Development, and Commercialization – Focus on innovation, and research and development initiatives that lead to the potential commercialization of ideas, products, and services in emerging and strategic sectors in Northern Ontario that are forward thinking, sustainable and build a foundation for a green economy.

Creativity and Entrepreneurial Development – Promote creativity and entrepreneurial development to assist northern stakeholders in the new economy.

Partnerships and Collaboration – Maximize opportunities to leverage NOHFC funding through partnerships and collaboration with and between stakeholders and funding agencies to ensure the success of projects and sustainable economic outcomes for the long-term.

Organization Development and Renewal – Engage in an exercise of continuous improvement and human resource development to improve the quality, access and delivery of NOHFC programs and services.

Awareness and Recognition – Develop effective marketing and communication tools that increase awareness and recognition of NOHFC and its programs.

3. OVERVIEW OF NOHFC'S CURRENT PROGRAMS/ACTIVITIES

As outlined in the NOHFC's strategic plan, the Corporation's mission is to partner with communities, businesses, entrepreneurs and youth across Northern Ontario to create jobs and strengthen the economy. The NOHFC is introducing five new programs targeted toward accomplishing the Corporation's mission. These programs are as follows:

3.1 NOHFC Programs

Strategic Economic Infrastructure Program

Efficient and modern infrastructure is a cornerstone of building a strong northern economy. The assistance levered by this program can make the difference for a region or community to advance economic development opportunities and support investment through strategic infrastructure.

Northern Community Capacity Building Program

The Community Capacity-Building Program (CCBP) is intended to advance policies identified in the Growth Plan for Northern Ontario, 2011. The objective of the CCBP is to assist northern communities in developing the capacity to promote, attract, and support economic growth in the existing and emerging priority economic sectors identified in the Growth Plan.

Capacity-building will allow northern communities to respond to their economic opportunities and challenges according to their individual priorities, and to pursue regional collaboration to advance common goals in order to strengthen Northern Ontario's competitive advantages.

Northern Innovation Program

The Northern Innovation Program supports the vision of the Growth Plan for Northern Ontario, *2011* by supporting the development and commercialization of new technologies that will contribute to future prosperity in Northern Ontario and by fostering collaboration and partnering among the private sector, academic institutions and research institutes to undertake such projects in Northern Ontario.

Northern Business Opportunity Program

The Northern Business Opportunity Program supports the Growth Plan for Northern Ontario, *2011* vision for Northern Ontario in which companies scan the world for opportunities to create or retain jobs, attract investment and serve global markets.

The objectives of this program are:

- Create jobs in Northern Ontario
- Encourage the North's private sector to invest in their businesses
- Attract new investment opportunities to Northern Ontario

- Increase the number of businesses exporting their product or service to markets outside of Northern Ontario
- Grow the film and television industry in Northern Ontario

Northern Ontario Internship Program

The intent of this program is to strengthen Northern Ontario's competitive advantage and build economic development capacity by attracting and retaining graduates in the north. The program will provide recent graduates interested in launching and building their careers in Northern Ontario access to internships.

NOHFC has historically experienced continued demand for funding assistance, placing pressure on the Corporation's ability to support all of the priority projects seeking assistance. To manage these pressures, NOHFC utilizes various measures and tools to manage demand and assist the Board of Directors in making funding decisions. These measures and tools include, but are not limited to; ensuring client projects are at the implementation stage before committing NOHFC funding, increasing efforts to rescind outstanding commitments toward projects that do not appear to be advancing, establishing budgets for programs and other decision support tools to assist in identifying priority projects.

Program Budgets

Based on historical trends and strategic priorities, the following notional allocation per program will be set as follows:

Theme	Program	Estimated Notional Program Budget 2014-15
Implement strategic economic development initiatives that support the growth and sustainability of communities, businesses and industry in Northern Ontario	Northern Business Opportunity Program	$45M
Stimulate innovation and productivity to support R&D, commercialization, innovation and productivity initiatives	Innovation Program	$10M
Support community infrastructure	Strategic Infrastructure Program	$35M
Enhance economic development capacity in Northern Ontario	Northern Community	$5M

	Capacity-Building Program	
Attract and retain talent to Northern Ontario	Northern Ontario Internship Program	$5M
	Total	$100M

The notional budgets will be continuously reviewed and set by the NOHFC board of directors through the annual strategic plan review and business planning sessions.

Project Approvals

- Approval of NOHFC funding for a project will be assessed primarily based on the creation of full time job(s) in Northern Ontario.
- A proposed project should not unfairly compete with other Northern Ontario businesses.
- A proposed project should result in net economic benefits for Northern Ontario.
- All eligible private sector applications will undergo due diligence by an outside service provider with the proven capacity to undertake the required due diligence.
- The maximum contribution by the NOHFC to any one project generally will not exceed $1 million. (NOHFC Board has authority to approve up to $5M).
- The interest rate on the loan will be based on the credit risk of the applicant.

3.2 Performance Measures – New Programs

3.2.1 Key External Performance Measures

Number of Full Time Jobs Being Created/Retained

Year	Target
2014-15	3,500
2015-16	3,500
2016-17	3,500

The revised NOHFC funding programs will remain focused on job creation. As such, NOHFC will provide funding to projects in Northern Ontario that result in the creation and/or retention of jobs.

NOHFC Investment Dollars Leveraged From Other Partners

Year	Target
2014-15	3:1
2015-16	3:1
2016-17	3:1

Funding provided by NOHFC to projects and/or initiatives in Northern Ontario will leverage external funding. This increase in investment through leverage of funding by NOHFC will provide opportunities to create jobs in a broad range of economic sectors in Northern Ontario.

3.2.2 Non-Key Performance Measures

Number of First Nation Projects Approved

Year	Target
2014-15	40
2015-16	40
2016-17	40

The number of First Nation project approvals will be a measure of access and program effectiveness as well as participation in the northern economy for this client group.

Client Satisfaction

Year	Target
2014-15	90%
2015-16	90%
2016-17	90%

Client satisfaction with the NOHFC, its service delivery partners and its programs will be assessed on an annual basis and will measure the satisfaction of clients with the services they receive including staff effectiveness and timeliness of services delivered. Results will provide the NOHFC with feedback from clients to assist in its continuous improvement efforts.

3.2.3 Program Specific Non-Key Performance Measures

The following non-key performance measures have been developed for each new program as follows:

Strategic Economic Infrastructure Program

Objective:
To advance economic opportunities, support investment, and create jobs through strategic infrastructure.

Performance Measures:
1. Number of approved regional partnership projects
2. Number of regional partnerships that include an Aboriginal community partner

Northern Community Capacity Building Program

Objective - Community Capacity Building Initiatives:
To promote the advancement and competitiveness of priority sectors by supporting northern communities during economic opportunities and challenges related to their capacity to promote, attract, and support economic growth.

Objective - Event Partnership:
To support events that promote economic development in Northern Ontario, including job creation and retention, investment attraction, tourism, and/or research and development / innovation conducive to productivity improvement in an eligible sector.

Performance Measures:
1. Number of regional partnership projects
2. Number of regional partnerships that include an Aboriginal community partner
3. Number of major, new tourism events supported by the program
4. Number of attendees at supported events

Northern Business Opportunity Program
The Northern Business Opportunity Program supports companies in Northern Ontario to scan the world for opportunities to create or retain jobs, attract investment and serve global markets.

Objective - Business Expansion Projects:
To assist existing businesses in Ontario that intend to expand and or retain their operations within Northern Ontario to improve competitiveness, grow revenues and create jobs.

Objective - Small Business Start Ups:
To assist new businesses in Northern Ontario that intend to commence operations in the sectors identified in the Growth Plan for Northern Ontario 2011.

Objective - New Investment Projects:
To assist competitive businesses that currently do not have a presence in Ontario expand operations to Northern Ontario and create jobs.

Objective - Film and Television Projects:
To increase film and television industry jobs and investment in Northern Ontario; increase the number of high quality, original film and television productions produced in Northern Ontario; and to effect the establishment of infrastructure to grow and support the industry.

Performance Measures:
1. Number of companies exporting their products and services outside of Ontario (#)
2. Revenue growth (% increase in sales)
3. Number of businesses that expanded their operations into Northern Ontario (#)
4. Total spending in Northern Ontario resulting from film/tv project activity ($)
5. Number of Northern Ontario residents employed by NOHFC funded film/tv projects (#)

Northern Innovation Program

The Northern Innovation Program supports the development and commercialization of new technologies that will contribute to future prosperity in Northern Ontario and by fostering collaboration and partnering with the private sector, academic institutions and research institutions.

Objective - Opportunity Assessment Projects:
To assist Northern Ontario businesses with identifying opportunities for new technology development projects.

Objective - Industrial Research Chairs:
To establish research capacity at Northern Ontario universities, colleges and research institutes that will lead to greater research opportunities.

Objective - Applied Research & Technology Development Projects:
To assist Northern Ontario businesses to undertake applied research or pre-commercialization activities required to further develop their new technologies and move them to market.

Objective - Pilot Demonstration & Commercialization Projects:
To assist Northern Ontario businesses with reducing the technical and financial risks associated with scaling up and demonstrating their new and innovative technologies and to support them as they ramp up for commercial production.

Performance Measures:
1. Number of assessment projects that transition into development projects (#)
2. Number of patent applications (#) made under an NOHFC funded project

Northern Ontario Internship Program

Objective:
Strengthen Northern Ontario's competitive advantage and build economic development capacity by attracting and retaining graduates in the North.

Performance Measures:
1. Number of interns hired by employer after completion of the internship
2. Number of interns hired by other Northern Ontario companies after completion of the internship

Performance Measurement.

- NOHFC would report results on an annual basis through MNDM. NOHFC, in the first year of operations, would report results on a quaterly basis.
- NOHFC as an operational service agency is required to table an Annual Report which includes information on performance, and must comply with all reporting requirements as outlined in the Agency Establishment and Accountability Directive.

Evaluation

- To ensure maximum returns on the investment of public funds, the NOHFC continuously reviews its program structure to ensure investments are tailored to the needs of those sectors deemed to be of highest strategic importance.
- The programs have a four year sunset as recommended in the *Commission on the Reform of Ontario's Public Services* report (Recommendation 11-15). The programs will be reviewed after the third year to determine their effectiveness in achieving their stated objectives and continued relevance.
- The findings of the program review would be utilized to assess how NOHFC should move forward in consideration of the following options:
  - Continue delivery of programs
  - Modify programs to address identified deficiencies
  - Develop revised programs

3.3 Delivery Mechanism

The new programs will be delivered utilizing NOHFC's and MNDM's existing staff complement, and third party due diligence service provider. No new resources will be required.

- Public sector applications would be evaluated and monitored by MNDM field staff.
- Private sector applications would be evaluated and monitored by Deloitte who would continue to provide project management services. The current contract with Deloitte is in effect until March 31, 2016.
- The NOHFC would continue to require services from MNDM, Ministry of Attorney General (MAG), Ministry of Government and Consumer Services (MGCS) and Land and Resource Cluster (LRC) on a continual and uninterrupted basis in order to successfully carry on the Corporation's activities.

Administrative processes:

Current administrative processes for project evaluation and portfolio management will continue to be practiced.

Project evaluation would include the following parameters:

- Review of application;
- Analysis of business case and financing requirements;
- Risk analysis;
- Credit analysis;
- Preparation of analysis for project funding, level of financing, interest rate and provision of securities.

Portfolio management would include the following parameters:

- Review and recommend disbursements;
- Operate the loan accounting system;

- Collect loan payments;
- Follow up on arrears;
- Review and recommend changes to loan terms and conditions;
- Regular review of accounts/develop account management plans;
- Manage "special accounts" (demanded loans).

Legal services will include:

- Develop loan agreements and security documents;
- Develop legal procedures/policies;
- Oversight of security taking.

NOHFC will continue to manage its own internal administration functions.

3.4 Other Financial Considerations

Financial Impact	Description
Impacts on other governments	**The NOHFC will continue to complement federal government and/or municipal funding.**
Impacts on other Ministries	**The NOHFC will continue to complement funding provided by other Ministry programs, however, would not replace or displace other funding. NOHFC would act as the gap financier in some cases, and would follow the lead of the responsible ministry.**
Contingent liabilities	**New approvals will have multi-year funding impacts. Spending authority requests would be submitted as part of the Ministry's Results-based Plan.**

4. RESOURCES NEEDED TO MEET OBJECTIVES

4.1 Objectives:

The day to day activities of NOHFC are guided by the following objectives:

1. To ensure a fair and thorough evaluation of project proposals submitted to NOHFC and assessment of the merits of all proposals in accordance with the mandate of the Corporation for program funding criteria are in place at any given time.

    - This was achieved to date in 2013-14 by NOHFC reviewing all applications received by the Corporation for initial program eligibility and then due diligence being performed on potentially eligible applications by a third party due diligence provider and MNDM's Regional Economic Development Branch (REDB).

2. To ensure an open and honest dialogue with proponents regarding their project assessments, and working with proponents to advise them on their submissions.

    - This was achieved to date in 2013-14 by NOHFC with the assistance of a third party due diligence provider and MNDM's REDB with all eligible NOHFC applicants being contacted as part of their project assessments and then all applicants being advised in writing of the results of their submissions. In addition, NOHFC has an appeal process that applicants can initiate if they are declined by the Corporation.

3. To monitor activities underway in relation to approved projects and to adhere to the terms of the funding contract associated with each project.

    - This was achieved to date in 2013-14 by NOHFC with the assistance of a third party due diligence provider and MNDM's REDB who monitor the Corporation's projects and MNDM's Legal Services Branch that provide legal advice to the Corporation regarding proponent's adherence to contractual obligations.

4. To maintain a comprehensive database of funded projects, both past and present, and use that database to report on current activities and for future planning purposes.

    - This was achieved to date in 2013-14 by NOHFC utilizing the NOHFC FUNDS Database with the assistance of LRC Business Solutions Services. Final enhancements to the NOHFC Funds Database are being completed in Q4 of 2013-14, with the assistance of LRC Business Solutions Services.

5. To manage NOHFC's financial affairs in compliance with the Agency Establishment and Accountability Directive.

    - Compliance with the Agency Establishment and Accountability Directive, (AEAD), was achieved in 2012-13 and to date in 2013-14. All forms, legal agreements,

applications, and approval processes were enhanced to ensure compliance with the Directive.

6. To meet the Corporation's performance measures each year.

   - NOHFC's achievements with respect to the Corporation's performance measures in 2012-13 and to date in 2013-14 are outlined in Section 8 of this Business Plan.

7. To cooperate with other government agencies, departments and ministries in supporting economic development and quality of life initiatives directed at or affecting Northern Ontario businesses and residents.

   - This was achieved to date in 2013-14 by NOHFC financially partnering with other government agencies; departments and ministries in funding projects in Northern Ontario as demonstrated by the NOHFC achieving the target leverage ratio.

8. To market and communicate its activities in Northern Ontario.

   - This was achieved to date in 2013-14 by NOHFC with the assistance of MNDM's Communication Services Branch through ongoing marketing and communication activities outlined in Section 11 of the Business Plan, as well as NOHFC and MNDM's outreach initiatives.

9. To comply with the terms of its Memorandum of Understanding (MOU) with Her Majesty the Queen in Right of Ontario as represented by the Minister of Northern Development and Mines.

   - Compliance with the MOU will continue to be achieved through the continuous review of the MOU by the NOHFC Board of Directors and a cooperative working relationship with the Ministry of Northern Development and Mines to ensure continued understanding of the expectations and early identification of issues to ensure timely resolution. The new MOU was signed by the NOHFC Board of Directors and the Minister in August of 2013.

10. To seek further efficiencies and technologies to manage NOHFC's activities.

    - This is an ongoing initiative that will be achieved through further IT platform enhancements, implementation of a Financial Management System and ongoing continuous quality improvement activities.

11. To endeavour maintaining a client satisfaction rate of at least 90%.

    - NOHFC will continue to undertake client satisfaction surveys. Results of the surveys will assist the NOHFC in its ongoing customer service quality improvement activities.
    - In 2014-15, NOHFC will implement a complaints tracking and management system that will be used to inform future program design and client service quality improvement activities.

12. The NOHFC will continue with its implementation of the Corporation's Strategic Plan outlined in Section 2 of this Business Plan. In this regard, 2013-14 included the following activities relative to NOHFC's five Strategic Priorities. These activities will continue in 2014-15:

(i) Innovation, Research and Development, and Commercialization:
- Continue to promote NOHFC's Programs and work with the private and public sectors to advance priority projects.
- Finalize and implement a strategy to improve results in the area of innovation, research and development, and commercialization. The strategy will include the following elements: NOHFC Board education related to research, adoption of selected best practices utilized by leading organizations and identification of the scope of NOHFC's involvement in the various areas and mechanisms to increase the commercialization of northern research.

(ii) Creativity and Entrepreneurial Development:
- Continue to promote NOHFC's entrepreneur program and work with educational institutions and industry to promote entrepreneurial development when opportunities present themselves.
- Identify and pursue partnerships with other organizations that already exist in the North with common creativity and entrepreneurial development goals and objectives.

(iii) Partnerships and Collaboration:
- Seek opportunities to further engage First Nation communities in economic development discussions to increase awareness and access to NOHFC programs and services.

(iv) Organization Development and Renewal:
- Further develop the Corporation's information technology capabilities, enhance NOHFC's FUNDS database and implement a new financial system.
- The NOHFC Governance Committee will continue to implement enhanced governance practices.

(v) Awareness and Recognition:
- Introduce FAQ's, program policy and enhanced client communication tools on NOHFC's website, and develop and implement a new marketing strategy for the NOHFC.
- NOHFC will develop a refreshed annual report and undertake a market segmentation survey.

4.2 Resources Needed

The following table outlines the resources needed to continue to support the above noted objectives of the NOHFC.

Northern Ontario Heritage Fund Corporation
Schedule of Projected Administration Expenses

	2011/12 Fiscal Actual	2012/13 Fiscal Actual	2013/14 Fiscal FCST	2014/15 Fiscal Budget	2015/16 Fiscal Budget	2016/17 Fiscal Budget
Salaries and Wages	$1,585,822	$1,571,629	$1,529,775	$1,626,296	$1,658,822	$1,691,998
Employee benefits	205,514	204,977	213,322	260,207	265,411	270,720
Transportation & Communication	208,865	181,276	217,300	221,646	226,079	230,600
Services	4,063,849	3,928,138	4,090,058	4,870,894	4,559,827	4,650,358
Supplies & equipment	64,407	47,389	67,000	68,340	69,707	71,101
Amortization	2,170	3,720	-	-	-	-
Sub- Total	$6,130,627	$5,937,128	$6,117,455	$7,047,383	$6,779,846	$6,914,778
Additional One-Time Expenses:						
Proposed Financial Information System	85,731	243,614	135,000	-	-	-
Growth Plan - MTO Transportation Study	-	265,650	140,000	1,000,000	794,350	-
Net Corporation Administration Costs	$6,216,358	$6,446,392	$6,392,455	$8,047,383	$7,574,196	$6,914,778

The following points should be noted with respect to the preceding financial information regarding NOHFC resources:

- Net Corporation Administration Costs in 2012-13 and 2013-14 reflect the MTO Transportation Study. The MTO Transportation Study was not completed in 2012-13 or 2013-14 and costs carried are forward to 2014-15 and 2015-16.
- The Services component includes costs associated with the third party due diligence service provider, LRC Business Solutions Services for ICT needs, MNDM Legal Services Branch assisting with legal requirements and MNDM Communications Services Branch addressing communication matters. The budget forecast reflects the current agreement for third party due diligence services.
- LRC Business Solutions budget forecast includes an increase of $580k.

5. RISK ASSESSMENT AND MANAGEMENT ISSUES AND STRATEGIES

All businesses and government agencies face the risk of being unable to adapt adequately to unforeseen issues. NOHFC's risk is significantly reduced because many of these unforeseen issues are identified as part of the annual environmental scanning undertaken by MNDM.

Risk Category	Risk Classification	Risk Description	Likelihood	Impact	Financial Impact	Overall Risk Assessment	Mitigation Strategy
Strategic	Continuous Improvement	NOHFC utilizes informal information sources, program reviews and consultation efforts to ensure programs meeting changing business needs and external factors.	Low	Low	Medium	Low	NOHFC will continue with client survey and complaints management system
	Meeting Stakeholder Expectations	NOHFC introduced a new suite of programs that reflect the policies of the Northern Ontario Growth Plan NOHFC is anticipating, from a subset of its client group, resistance to the proposed program changes; others that are eligible under the 2005 Mandate will no longer be eligible.	Medium	Medium	Low - Medium	Medium	NOHFC will undertake a client survey to identify any issues or concerns. The results of the survey will be utilized to develop remedial action plans.

Accountability/ Governance	**Internal governance and development of Board**	**Board governance development plan**	**Low**	**Low**	**Low**	**Low**	**A Governance committee has been established by the Board. The committee will address the following: - establish a terms of reference for the governance coach - review by-laws and policies - agenda management - Board education strategy - continuous improvement - measurement and monitoring.**

	Alignment with MOU, Service Level Agreements, etc.	**Service Level Agreements with MNDM partners including Regional Economic Development Branch, Legal Services Branch, Communications Services Branch, Controllership Office**	**Medium**	**Medium**	**Medium**	**Medium**	**Work with MNDM to develop and implement service level agreement(s) with key program delivery partners.**

Operational	**Service effectiveness, supply, threats**	**NOHFC's ability to meet it published service standards**	**Medium**	**High**	**Low**	**Medium**	**NOHFC and MNDM continuously review NOHFC processes for effectiveness and efficiencies and establish new service standards and targets to coincide with the launch of new programming.**
	Service Demand	**Demand for NOHFC funding is unknown with the launch of the new programs.**	**Medium**	**Medium**	**High**	**Medium**	**Continue to monitor as in the past and be prepared to review and implement required changes.**

6. ASSESSMENT OF ISSUES FACING THE NOHFC

6.1 Northern Ontario Context

Northern Ontario is a key part of one of the world's leading economies. It has large areas of wealth and prosperity. Its economy is diversifying and becoming less reliant on traditional resource industries. Its people are skilled and knowledgeable. Its businesses and entrepreneurs are innovative and ready for new challenges. The process of creating a new, globally competitive region is already well underway. (Source: Growth Plan for Northern Ontario, 2011)

6.2 Northern Ontario Overview

The Ministry of Finance has projected that Northern Ontario will see an increase in population over the next fifteen years, but the population will start to decrease due to an aging population and continuous out-migration. Northern Ontario's population peaked at approximately 859,200 in 1993. Northern Ontario's population was estimated at 803,238 in 2012. *Source: Statistics Canada, 2012 Annual Population Estimates.*

The population of Ontario has been increasing gradually since 1986, from approximately 9.4 million to over 13.5 million in 2012. As of 2012, Northern Ontario represented approximately 6% of Ontario's total population. By 2036, Northern Ontario may only represent 4.6% of Ontario's total population.

Many northern communities still remain reliant on primary industry sectors such as mining and forestry. These sectors accounted for close to 6.2% of the North's total employment in 2012 (down from 6.3% in 2011), compared to only 0.5% for the Province. Northern Ontario also has more reliance on public sector employment (including public administration, education and health care sectors), accounting for 32.2% of the North's total employment in 2012 (up from 31.1% in 2011), compared to 24.3% for the Province. *Source: Statistics Canada, 2012 Labour Force Survey Estimates.*

6.3 Current Economy

- Economic uncertainty remains the norm with Canada's major trading partner, the United States, mired in slow growth, high unemployment and massive public and private debt. The value of the Canadian dollar is still relatively high when compared against other currencies, which has led to significant trade deficits and the recognition that Canada needs to look to markets other than the United States and improve productivity.
- Northern Ontario is not immune to issues that are the result of the last recession. Consequently, northern businesses may still encounter difficulty accessing credit from traditional lending institutions. The NOHFC remains a critical link / funding agency in mitigating the associated risk of these other lending institutions.

- The state of the current economy has had a significant impact on the fiscal position of the Province of Ontario. The Ontario deficit was $9.2 billion in 2012-13 and Ontario is expected to remain in a deficit position until 2017-18.
- Ontario's economy expanded modestly in 2012-13 with a real Gross Domestic Product growth of 1.5 per cent, made by solid gains in business investment, international exports, as well as growth in household spending.

6.4 Government Priorities

Lens: Growth Plan for Northern Ontario

- The Growth Plan for Northern Ontario, 2011 provides a 25-year policy framework to guide provincial decision-making and investment. The Growth Plan focuses on priority economic sectors and outlines the following four key directions for implementation:
    - Strengthen the North's Competitive Advantages;
    - Advance Regional Initiatives;
    - Make Strategic Investments in Infrastructure; and
    - Strengthen Collaboration and Build Economic Development Capacity.

- The Growth Plan establishes 11 existing and emerging priority economic sectors. Within these sectors, significant potential and opportunities have been identified for the North, and actions within these sectors should prompt economic gains.

Lens: MNDM's Strategic Economic Directions

Proposed actions to advance the four key directions of the Growth Plan include:

Strengthen the North's Competitive Advantage
- Reduce barriers to create a supportive investment environment and increase the competitiveness of businesses and industry
- Enhance innovation and entrepreneurial opportunities
- Align labour markets with economic and employment opportunities

Advance Regional Initiatives
- Advance strategic regional projects
- Strengthen regional assets to support growth

Make Strategic Investments in Infrastructure
- Provide strategic support for major developments
- Strengthen the North's transportation system
- Strengthen ICT infrastructure and usage

Strengthen and Build Economic Development Capacity
- Strengthen collaborative mechanisms and build economic development capacity across communities

- Support greater participation of Aboriginal peoples in economic development opportunities

Lens: Jobs and Prosperity Commission on the Reform of Ontario's Public Services (Drummond Report)

- The Commission on the Reform of Ontario's Public Services Report (Drummond Report) was released on February 15, 2012, and includes 362 recommendations. Those most relevant to the NOHFC are contained in the Business Supports chapter (Chapter 11).

- Assessing the private sector, the Drummond Report recommends that business support programs should lead the private sector in a direction that fosters innovation and productivity in ways that result in job creation.

- More generally, the Drummond Report recommends that "Ontario must improve how it tracks outcomes," and suggests "a mandatory, comprehensive evaluation in the third year of operation" for new programs.

Lens: Jobs and Prosperity Council

- Announced in the 2012 Budget, the Jobs and Prosperity Council, which includes leaders from across Ontario from the business, labour and research community, whose mandate is to generate new ideas and approaches aimed at improving Ontario's productivity and competitiveness.

- The council will:
  - advise the government on consolidating and refocusing existing business support and skills training programs with the goal of increasing productivity and innovation through the proposed Jobs and Prosperity Fund;
  - provide advice on how the government and private sector can address current workforce gaps and skills shortages;
  - advise on making productivity the focus of the proposed Southwestern Ontario Development Fund, the existing Eastern Ontario Development Fund and the Northern Ontario Heritage Fund Corporation;
  - improve existing business support tax credits as a means of increasing innovation and productivity by examining sector-specific tax credits and improving the apprenticeship and training tax credits; and
  - seek $250M in savings and 25% reduction in administrative costs for business support programs.
  - MEDTE is leading a consultation exercise to develop an Export Strategy for Ontario, which may require financial support for businesses.

The NOHFC will work with the Jobs and Prosperity Council to determine how productivity and competitiveness gains can be demonstrated through its new programs.

6.5 Future Economy

Northern Ontario's primary industries, forestry and mining, are the foundation of the northern economy. The Growth Plan for Northern Ontario identified an additional nine emerging and growing strategic sectors. In addition to supporting growth opportunities in these industries, added focus on innovation and research and development will drive the transformation of Northern Ontario's traditional mining and forestry industries and open new opportunities.

The Ontario North Economic Development Corporation (ONEDC) is a partnership between the five largest cities in the North and is also a strategic partner with MNDM. ONEDC is promoting certain sectors which are emerging out of certain communities, for example, Life Sciences in Thunder Bay, Digital Gaming in Sault Ste. Marie, and Aerospace in North Bay.

Ring of Fire

- Ontario's far north is home to one of the most exciting exploration plays in Canada at the Ring of Fire, which has the potential to be one of the most significant mineral developments in Ontario in more than a century. The chromite discovery in the region is a world-class deposit and there is a significant nickel discovery.

- This development will be a significant economic driver for all of Northern Ontario with specific impact on First Nations, infrastructure requirements, transportation needs, job creation and value added manufacturing. The mine developments currently under consideration in the Ring of Fire are expected to create more than 1,500 permanent jobs, once the mines are in full production and many additional jobs will be created in the mining supply and service sector.

- Given the early stages of development it is not known what, if any, impact the Ring of Fire development will have on the NOHFC. The NOHFC has not planned for any fiscal impact of the Ring of Fire development and will closely monitor progress to ensure early awareness of any NOHFC involvement.

Mines and Minerals Sector

- The mining supply and services sector is anticipated to continue to grow with the Ring of Fire development and the opening of new mines.

- Metal prices are a significant determinant in the amount of mineral exploration activity in Ontario. Slower global economic growth has weakened demand and contributed to lower metal prices. Both precious and base metal prices are down this year and exploration spending is down along with it. Long term metal prices are good and should help the industry recover from the current slump.

- The value of mineral production should remain close to current levels as increased gold production should offset lower prices and base metal production is likely to remain stable.

- Extensive mine expansion programs are underway at Goldcorp's Porcupine and Red Lake mines as well as North American Palladium's Lac des Iles mine that will increase production, extend mine life and create new jobs. Vale recently revised their previously announced $2.4 billion in capital spending intentions down to $1.4 billion. Vale's key projects include completing the Totten mine and the $1 billion Atmospheric Emissions Reduction project of upgrading mining and processing facilities in Sudbury that will reduce emissions in the Sudbury area by over 70% by 2016.

- Record levels of exploration spending created a pipeline of projects and by 2015, three new mines (Armistice Resources - McGarry, Vale – Totten, Goldcorp – Hollinger) are expected to reach commercial production in Northeastern Ontario and two new mines (Rubicon Minerals – Phoenix Gold, Goldcorp – Cochenour) are expected to open in Northwestern Ontario. These projects represent an investment of about $1.5 billion.
- Five junior companies with a key gold property in Ontario have been acquired by larger companies recently which confirms the attractiveness of Ontario as a safe jurisdiction to invest and shows the potential of Ontario's lower-grade high–tonnage deposits. Development work is expected to continue at these projects going forward.

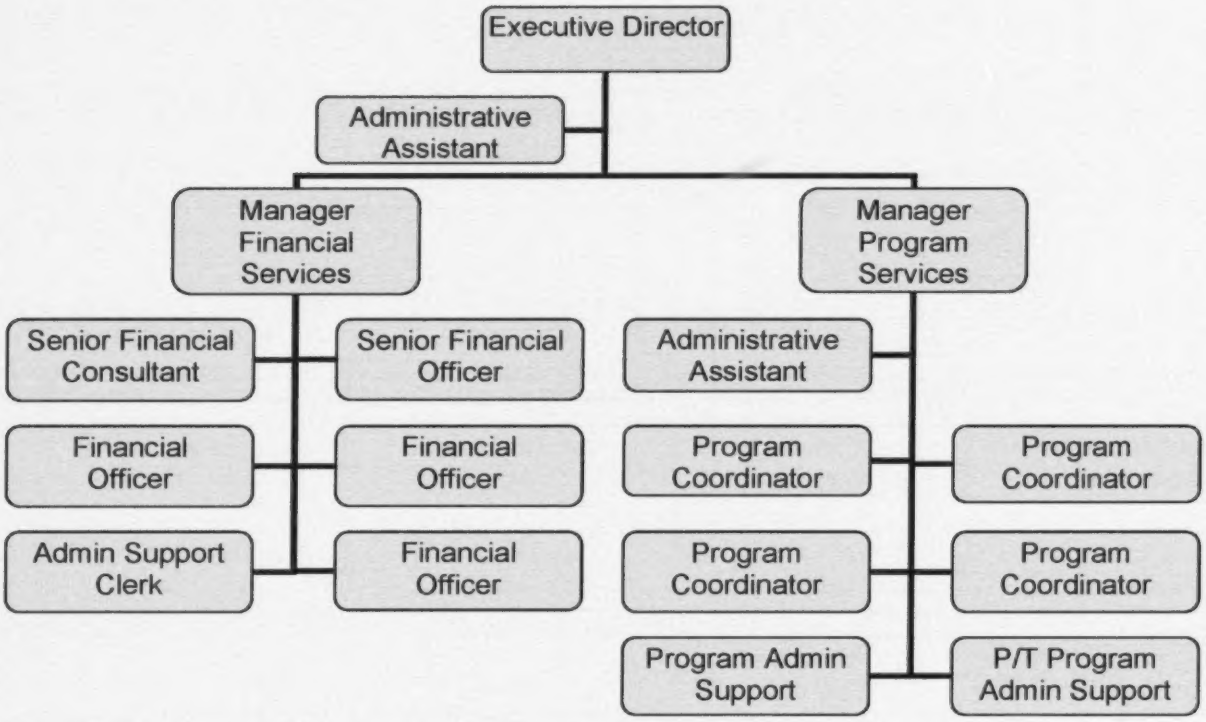
- Electricity costs are higher for mines in Northern Ontario than in neighbouring provinces and the Northern Industrial Electricity Rate (NIER) Program provides electricity price rebates for large northern industrial users including eight mining companies that will reduce their electricity cost by about 25%. The program was renewed in the spring of 2013 for three more years.

Bio Economy

- Many companies internationally are researching, developing and implementing technologies and processes to use or manufacture products from renewable resources (e.g. agriculture, forestry, municipal waste, etc.). Given the extensive Crown forested land base in Northern Ontario, there are investment opportunities for these companies and is important for MNDM to connect with them.

- As of 2010, biofuels and biochemicals constituted a 3% share of the total global chemical and fuels market and this is expected to reach 17% by 2025. In addition to this growth, there will be growing demand for non-fuel products such as food supplements and replacements.

7. SUMMARY OF STAFF NUMBERS; IMPACT OF BUSINESS PLAN ON HUMAN RESOURCES; COMPENSATION STRATEGY



*Three staff that report to Communications Services Branch are assigned to NOHFC Activity.
*Four and a half staff that report to Legal are assigned to NOHFC Activity.

It is important to note that the NOHFC receives significant and valuable services from MNDM REDB, MNDM Legal, MNDM Communications, MNDM Business Planning, MNDM Strategic Development Branch, LRC Business Solutions Services, MGS (HR & IT) and a third party due diligence provider to assist the Corporation in meeting its Vision and Mission as outlined in the Corporation's Strategic Plan. In addition, the NOHFC has and continues to identify and implement efficiencies in processes and technology to manage its activities in order to meet its Vision and Mission. Following the implementation of further project management system enhancements, process enhancements, and the introduction of a new financial information system, the impact of proposed efficiencies on the Corporation's resources will be monitored and assessed. This efficiency assessment will also take into consideration the impact of introducing the Corporation's new programs and subsequent activity driven by this new initiative.

NOHFC does not have its own employees as the MNDM provides the resources necessary to support the ongoing operations of the Corporation. All staff identified above are employees of the ministry and therefore all policies and labour agreements applicable to the OPS apply to NOHFC staff and management.

8. PERFORMANCE MEASURES INCLUDING RESULTS ACHIEVED TO DATE

The NOHFC reports on the following performance measures.

8.1 Key External

8.1.1 Number of Full Time Jobs Being Created/Retained

Year	Target	Actual (YTD)
2007-08	750	2,691
2008-09	750	2,513
2009-10	3,000	2,413
2010-11	3,500	3,378
2011-12	3,500	3,059
2012-13	3,500	3,455

- NOHFC job creation targets were increased in 2010-11 to ensure alignment with past performance and increases in annual provincial funding to the NOHFC.
- As of the end of fiscal 2012-13 the NOHFC has helped create or retain 3,455 jobs.
- NOHFC funding is expected to create or retain 3,500 full time jobs in 2013-14.

NOHFC has worked with the Ministry of Finance to develop a methodology for counting jobs created through NOHFC infrastructure investments with the use of Statistics Canada multipliers.

- Please note, NOHFC job creation targets have increased from 750 to 3,500 jobs per year to align with historical performance and increases to its annual budget. These increases assumed that NOHFC job creation performance was correlated with its annual budget which is an inaccurate correlation as NOHFC's job creation performance is correlated with in-year approvals / funding commitments, which may increase or decrease every year.

- NOHFC job creation performance is reliant upon applicants bringing forward their project proposals that create jobs. NOHFC is reliant upon these applicants to bring forward projects to meets its target which may or may not happen in any given year.

8.1.2 NOHFC Investment Dollars Leveraged From Other Partners

Year	Target	Actual
2007-08	2:1	3.2:1
2008-09	2:1	3.62:1
2009-10	3:1	3.07:1
2010-2011	3:1	3.72:1
2011-2012	3:1	3.15:1
2012-2013	3:1	5.05:1

- The target ratio of NOHFC investment dollars leveraged from other partners is 3:1.
- It should be noted that NOHFC programs generally only require a 1:1 ratio as funding is generally limited to 50% of eligible project costs.

8.2 Non-Key

8.2.1 Number of First Nation Projects Approved

Year	Target	Actual
2009-10	13	21
2010-11	14	28
2011-12	16	16
2012-13	18	39

- The target number of First Nation project approvals (excluding internship & co-op and private sector approvals) was expected to be 13 in 2009-10 and then increase by 10% annually.
- The NOHFC approved funding toward 39 First Nation projects in 2012-13.

8.2.2 Number of Youth Assisted by Youth Initiatives

Year	Target	Actual (YTD)
2007-08	500	517
2008-09	500	481
2009-10	500	663
2010-11	500	591
2011-12	500	433
2012-13	500	604

- The target ratios are 100 small business ventures established by young youth entrepreneurs and 400 internship and co-op placements for a total number of youth assisted of 500.
- In the past 2 fiscal years (i.e. 2010-11 and 2011-12), the NOHFC has assisted 591 youth and 433 youth respectively.
- In 2013-13 the NOHFC exceeded its target and assisted 604 youth.

8.2.3 Number of Youth Jobs Retained After 1 Year

Year	Target	Actual
2009-10	350	227
2010-11	350	242
2011-12	350	275

- The target number of youth who were previously employed through the internship component of the Youth Internship and Co-op Program who find full-time employment in Northern Ontario and number of youth funded under the Young Entrepreneur Program who are still in operation 1 year after completion of funding is 350 per year (70% of total youth projects funded).

- In 2011-12, 275 youth jobs were retained subsequent to their NOHFC supported internship (204) or remained in business 1 year after the start-up of their Young Entrepreneur Program supported business (71). While this does not meet NOHFC's target of 350 it does meet the 70% target as only 369 projects were completed in 2011-12. Of the completed projects 75% or 275 projects resulted in a job retained after the initial project completion.

- Several factors impact upon this performance measure, including:
  - A significant number of the initiatives funded are co-op positions.
  - A number of intern positions are not completed which further reduces the number of initiatives to be counted.
  - There is an estimated 1.5 year lag between the approval of a project and when the NOHFC would receive a final report with the data required to compile information for this performance metric.

8.2.4 Client Satisfaction

Year	Target	Actual
2011-12	90%	86.1%
2012-13	90%	88.3%

- This target would measure the satisfaction of NOHFC clients with the service they received including measures of staff effectiveness and timeliness of service.
- This performance measure will provide the NOHFC with feedback from clients to assist in its continuous improvement efforts.

9. Financial Budget Over Three Year Life Of Business Plan

The following table includes a forecast of NOHFC revenues and expenses projected from 2013/14 thru 2016/17.

Northern Ontario Heritage Fund Corporation
Projected Expenditure Allocation 2014/15 to 2016/17

	2011/12 (000's) (actual)	2012/13 (000's) (actual)	2013/14 (000's)	2014/15 (000's)	2015/16 (000's)	2016/17 (000's)
			projected			
Revenue						
Province of Ontario Grant	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000
Interest on cash and cash equivalents	2,723	2,385	2,145	2,205	2,312	2,431
Interest on loans receivable	2,700	2,788	1,867	2,114	2,279	2,405
Other	-	714	-	-	-	-
Total Revenue	105,423	105,887	104,012	104,318	104,591	104,836
Expenses						
Grants	96,525	75,649	90,498	84,622	82,026	82,426
Credit losses	5,768	11,792	7,967	9,018	9,723	10,263
Administration - see schedule	6,216	6,446	6,392	8,047	7,574	6,915
Total expenses	108,509	93,887	104,858	101,688	99,324	99,603
Excess Revenue over Expenses (Expenses over Revenues)	**($3,086)**	**$12,000**	**($846)**	**$2,631**	**$5,267**	**$5,233**

The following assumptions should be noted with respect to the preceding financial information:

- Current cash flow methodology assumes disbursements will be in the range of 22% to 25% of approvals per year.
- NOHFC funding will remain at $100 million in the forecast period.
- Administrative costs are based on the approved budget for 2013/14 with adjustments for known variances and inflationary factors.
- The effect on the expenditures precludes the NOHFC from committing the revenues from interest on cash and loans as the expenditures cannot exceed the expenditure limit of $100M.

The following assumptions and information should be noted with respect to NOHFC's loan portfolio and its impact on projected revenues and expenses:

Selected Loan Information

At August 31, 2013

Approved Loans	$ 171,996,281
Balance of loans outstanding (including disbursements, repayments and accrued interest)	$ 102,539,016
Allowance for credit losses	$ 31,941,601
Loans in arrears (covered by allowance for credit losses)	$ 8,364,066

- Loan principal payments will be approximately 10% annually of the opening balance of total loans outstanding.
- Interest on loans will average 3.25% to 4.75%.
- Interest on cash deposits will average 1.0% to 1.2%.
- Provision for loans losses will be approximately 10% annually of the opening balance of total loans outstanding.
- The overall portfolio risk is rated high. Risk is mitigated through:
    - monthly monitoring of loan performance;
    - credit reviews;
    - NOHFC works with the clients on the sustainability of their operations;
    - use of documented collection policy; and,
    - progressive collection process and recovery plans.

10. INITIATIVES INVOLVING THIRD PARTIES

10.1 Partnerships

The NOHFC, through its respective programs, partners with communities, First Nations, businesses, not- for -profit organizations and entrepreneurs across Northern Ontario to create jobs and strengthen the economy. In addition, the NOHFC partners with a multiplicity of other provincial ministries and federal agencies.

10.2 Contracting Out

The NOHFC has a contract with Deloitte to provide due diligence and loan monitoring for private sector projects. The current contract with Deloitte is in effect until March 31, 2016. The new programs' due diligence components will continue to be delivered by Deloitte. Effective delivery will be achieved through contract management by NOHFC management. NOHFC will include MAG legal services to achieve a desirable outcome.

10.3 Internal

The NOHFC requires services from MNDM, MAG, MGS and LRC on a continual and uninterrupted basis in order to successfully carry on the Corporation's activities.

10.4 External Customers

NOHFC's external customers include any and all northern stakeholders in the public and/or private sector who potentially could utilize NOHFC programming.

11. COMMUNICATION PLAN

Objectives

- Raise awareness of the revised NOHFC programs.
- Reinforce government as committed to driving economic prosperity in the North by redesigning NOHFC programs to align more closely with government priorities, including implementing the Growth Plan for Northern Ontario (GPNO).
- Position NOHFC's program changes as a revision aimed at supporting new and emerging economic opportunities as identified in GPNO and a net benefit to Northern Ontario's economy.
- Encourage successful take-up of revised NOHFC programs by qualified applicants.

Target Audience(s)

- Municipalities, industry and business associations, economic development officers and organizations, NGOs, EDCs, public/private sector employers with internship opportunities, existing and potential business owners, Aboriginal and Francophone communities, private sector enterprises that could locate in/expand to Northern Ontario from elsewhere.
- The NOHFC leverages private sector investment and creates jobs in the communities of approved projects.

Key Messages

- The NOHFC has been a key driver of economic prosperity in the North for 25 years and will continue to help the northern economy grow, create jobs and help all northerners succeed.
- The revised programs will help stimulate innovation, entrepreneurship and business development in the North.
- In addition, these changes will strengthen the programs to help create jobs by focusing investment on emerging and priority sectors identified in the Growth Plan for Northern Ontario.